

## Message Text

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ACTION SSM-05

INFO OCT-01 ISO-00 ONY-00 /006 W  
-----059062 081202Z /14

P 081102Z APR 78

FM USMISSION SINAI

TO SECSTATE WASHDC PRIORITY 3872

C O N F I D E N T I A L SINAI 00754

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E.O. 11652: N/A

TAGS: ASEC, APER

SUBJECT: SECURITY OFFICER AT SFM

REFS: A) STATE 090302; B) SINAI 0741

1. THE INFORMATION ON THE SECURITY OFFICER AT SFM LOOKS  
REASONABLE ON THE SURFACE. READING EACH PROVISION OF THE  
GUIDELINES ONE CANNOT OBJECT, BUT TAKING THEM IN THEIR TOTALITY  
I FIND THE SECURITY OFFICER HAS THE RIGHT TO DEAL WITH THE GUARD  
FORCE LEADMAN BUT NOT TO DIRECT HIM ON PROFESSIONAL SECURITY  
ISSUES OR TO FOLLOW UP ON PERFORMANCE. THE SECURITY OFFICER CAN  
ALSO WORK WITH ALL LEVELS OF THE CONTRACT PERSONNEL IN DEVELOPING  
PLANS AND REFINING PROCEDURES BUT EVEN THIS AUTHORIZATION SUGGESTS  
CONTACTS SHOULD BE LIMITED TO THE GUARD FORCE. THE GUARD FORCE  
IS BUT ONE ELEMENT OF OUR SECURITY RESPONSIBILITIES. WE ALSO  
HAVE THE WATCH STATIONS, COURIER RUNS, LOGISTICS OFFICES IN  
TEL AVIV, ETC.

2. WHAT I ENVISION IS THAT THE SECURITY OFFICER WOULD HAVE MUCH  
THE SAME DIRECT RELATIONSHIP AND INVOLVEMENT ON SECURITY MATTERS  
THAT SAY JIM WALLEN HAS ON TECHNICAL OPERATIONS AND THE CONTRACTING  
OFFICERS HAVE ON THE CONTRACT SIDE. THEY ARE FORMALLY RECOGNIZED  
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BY ALL SFM STAFF AS RESPONSIBLE FOR AN AREA OF OUR ACTIVITIES AND  
THE STAFF IS EXPECTED TO RESPOND TO THEIR NEEDS. THEY HAVE  
RESPONSIBILITY FOR NECESSARY FOLLOW UP TO INSURE COMPLIANCE. IF  
THEY ARE UNHAPPY WITH SOME ASPECT OF THE OPERATION THEY HAVE THE  
AUTHORITY TO REQUIRE PERFORMANCE COMPLIANCE THROUGH THE ESY  
MANAGERS.

3. POSSIBLY A GOOD PLACE TO START IS TO DETERMINE WHO YOU AND THE USG SEE AS BEING RESPONSIBLE FOR SECURITY AT THIS MISSION. I NOTE IN PARAGRAPH FIVE THAT THE SECURITY OFFICER IS TO HELP ME AND MIKE KAPPLE DEVELOP GUIDELINES, WHICH SUGGESTS THAT MIKE HAS EQUAL RESPONSIBILITY. MY FEELING ON THIS ISSUE IS THAT IF E-SYSTEMS HAD THE COMPETENCE, THE INTEREST, ETC. THEY COULD HIRE THE RIGHT PERSONNEL AND DO THE JOB. IF ON THE OTHER HAND THE RESPONSIBILITY IS MINE, THEN I BELIEVE THAT WE SHOULD INSIST THAT E-SYSTEMS AGREE IN WRITING THAT THEY ARE PREPARED TO RECOGNIZE THIS AUTHORITY AND COOPERATE ACCORDINGLY. SECURITY IS ENTIRELY TOO IMPORTANT TO PUT IT INTO THE ARENA OF THE FOUR LEGGED STOOL. OTHER CONTRACTUAL ITEMS ARE LARGELY WITHIN THE SSM-GREENVILLE-SFM ARENA AND CAN BE DEALT WITH AND MISTAKES CAN BE CORRECTED.

4. I AM PARTIALLY CONCERNED THAT OUR FRIENDS IN E-SYSTEMS JUST DO NOT KNOW WHAT THE STAKES ARE. IN SECURITY, WE JUST CANNOT TAKE THE TIME AS WE DO ON DEVELOPING ROOFING ARRANGEMENTS OR VEHICLE REPLACEMENT, NOR CAN WE PERMIT ACCIDENTS OR WEAKNESSES IN THE SECURITY SYSTEM WHICH IN OTHER FIELDS ARE ONLY AN OPERATIONAL PROBLEM. ANOTHER WAY OF SAYING IT IS THAT I DO NOT WANT THE RESPONSIBILITY FOR SECURITY TO BE RELEGATED TO THE SAME LEVEL THAT WE EXPERIENCE ON OPPORTUNITIES FOR LADIES, MINORITIES, ETC.

5. UNDER THE CIRCUMSTANCES I WILL, OF COURSE, ACCEPT YOUR FINAL DECISION. IF THAT DECISION IS TO SEND BROWN TDY WITHOUT THE KIND  
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OF WRITTEN CLARIFICATION THAT I FEEL IS NECESSARY, I THINK WE ARE MAKING A MISTAKE. I BELIEVE VERY STRONGLY THAT DECISIONS WHICH ARE MADE IN THE EARLY WEEKS OF BROWN'S TDY WILL HAVE A LASTING EFFECT IN ESTABLISHING THE SECURITY OFFICER'S ROLE AND ACCEPTANCE BOTH WITH MANAGEMENT AND WITH THE EMPLOYEES AT SFM. IT COULD ALSO MAKE IT MORE DIFFICULT TO ARRIVE AT A SUBSEQUENT AGREEMENT WITH E-SYSTEMS.

6. WHAT WE SHOULD DO IS CLEARLY DECIDE WHETHER THE U.S. GOVERNMENT OR E-SYSTEMS HAS ULTIMATE RESPONSIBILITY FOR SECURITY AT THIS MISSION. IF THE USG HAS THAT RESPONSIBILITY THEN I AS THE MISSION DIRECTOR AM EXPECTED TO GIVE YOU A COMPLETE AND MEANINGFUL PROGRAM. GIVE ME THE TOOLS AND MR. BROWN SO WE CAN DO IT. ON THE OTHER HAND, IF E-SYSTEMS HAS THAT RESPONSIBILITY, LETS LEAN ON THEM TO GET STARTED WITH A PROGRAM. THIS IS MUCH TOO IMPORTANT AN ISSUE FOR YOU AND I TO ALLOW IT TO BE PAINTED OVER WITH A LOT OF TECHNICAL CONTRACTUAL WORDS DESIGNED TO PROTECT EVERYBODY'S PREROGATIVES. I LOOK FORWARD TO RECEIVING YOUR DECISION.

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## Message Attributes

**Automatic Decaptoning:** Z

**Capture Date:** 01 jan 1994

**Channel Indicators:** n/a

**Current Classification:** UNCLASSIFIED

**Concepts:** n/a

**Control Number:** n/a

**Copy:** SINGLE

**Draft Date:** 08 apr 1978

**Decaption Date:** 20 Mar 2014

**Decaption Note:** 25 YEAR REVIEW

**Disposition Action:** RELEASED

**Disposition Approved on Date:**

**Disposition Case Number:** n/a

**Disposition Comment:** 25 YEAR REVIEW

**Disposition Date:** 20 Mar 2014

**Disposition Event:**

**Disposition History:** n/a

**Disposition Reason:**

**Disposition Remarks:**

**Document Number:** 1978SINAI00754

**Document Source:** CORE

**Document Unique ID:** 00

**Drafter:** n/a

**Enclosure:** n/a

**Executive Order:** GS

**Errors:** N/A

**Expiration:**

**Film Number:** D780152-0521

**Format:** TEL

**From:** SINAI

**Handling Restrictions:**

**Image Path:**

**ISecure:** 1

**Legacy Key:** link1978/newtext/t19780478/aaaacnxi.tel

**Line Count:** 113

**Litigation Code IDs:**

**Litigation Codes:**

**Litigation History:**

**Locator:** TEXT ON-LINE, ON MICROFILM

**Message ID:** 1fb0aab3-c288-dd11-92da-001cc4696bcc

**Office:** ACTION SSM

**Original Classification:** CONFIDENTIAL

**Original Handling Restrictions:** ONLY

**Original Previous Classification:** n/a

**Original Previous Handling Restrictions:** n/a

**Page Count:** 3

**Previous Channel Indicators:** n/a

**Previous Classification:** CONFIDENTIAL

**Previous Handling Restrictions:** ONLY

**Reference:** 78 STATE 90302, 78 SINAI 741

**Retention:** 0

**Review Action:** RELEASED, APPROVED

**Review Content Flags:**

**Review Date:** 03 aug 2005

**Review Event:**

**Review Exemptions:** n/a

**Review Media Identifier:**

**Review Release Date:** n/a

**Review Release Event:** n/a

**Review Transfer Date:**

**Review Withdrawn Fields:** n/a

**SAS ID:** 3029941

**Secure:** OPEN

**Status:** NATIVE

**Subject:** SECURITY OFFICER AT SFM

**TAGS:** ASEC, APER

**To:** STATE

**Type:** TE

**vdkvgwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/1fb0aab3-c288-dd11-92da-001cc4696bcc

**Review Markings:**

Sheryl P. Walter

Declassified/Released

US Department of State

EO Systematic Review

20 Mar 2014

**Markings:** Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014